

TEAMWORK MAKES THE JOB EASIER

THE GAME PLAN

The chairman of a Farm Bureau Committee is a manager. There are many definitions of management. A few are:

- The attempt to achieve a goal through the guided efforts of others.
- The establishment and the achievement of objectives.
- Management is the work of executive leadership.
- Management is the determining of objectives and achieving these objectives with a group of people.
- Management is a process consisting of definite functions. Those who perform this process are managers, members of management, or executive leaders.
- Management is grouping work and people, defining working relationships, and balancing the work structure so as to achieve desired results.

From the preceding and many other accepted definitions of management, it is apparent that all have some common premises:

1. They deal with management as it applies to a group, and not to an individual.
2. There is an objective, either specifically stated or implied. Management deals with a specific achievement.
3. A manager must relinquish his desire to "do" things himself and get things accomplished through group efforts.

If management is the attainment of objectives through the efforts of other people, then it is important that the Farm Bureau Committee Chairman decide first of all what he wants the people to do. Then he must allocate the work to those most capable and make sure that all tasks are complete as planned.

Essentially a committee chairman needs to learn:

1. The philosophy of management.
2. A consciousness of his impact on other people and their impact on him.
3. Technical details and knowledge of the Farm Bureau and of the committee he heads.
4. Administrative skills.

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The five fundamental functions of management - planning, organizing, directing, coordinating and controlling - constitute the process of management.

A brief summary statement of each function follows:

Planning is the selection of objectives and the determination of action to be allowed to reach these objectives.

Organizing is the grouping of activities and the structural arrangement of persons, facilities, and equipment and the allocation of authority and responsibility.

Directing is getting the members of the group to carry out their tasks enthusiastically.

Coordination is obtaining and maintaining a balance among the essential activities and individuals involved to harmoniously and effectively reach the objective.

Controlling is seeing that activities conform to the plan.

All managers, at all levels, perform all five of these basic management functions (PODCC).

In practice, the Farm Bureau Committee Chairman will find that these basic functions of management are interrelated. He will also find that the performance of one function may not cease entirely before the next one is started.

The five basic functions of management are not carried out in a particular sequence but are performed as the situation requires. The order in which the basic management functions will usually be performed will be determined by the situations.

Each function affects the others, and five functions are interrelated to form the management process.

The basic functions of planning, organizing, directing, coordinating and controlling are the activities involved when the true role of management is being performed. We must be careful, however, not to assume that all activities performed by management necessarily fall into this category, since in practice some may be of a nonmanagement nature.

For example, a committee chairman may occasionally assist other committee members by unlocking the meeting room or setting up chairs. These are not true management functions even though they are performed by the committee chairman.

Ten Principles of Planning

The following principles of planning serve as guide posts during the planning phase:

1. Define the objectives.
2. Determine the priorities of the specific objectives.
3. Determine obstacles that are in the way of your objectives.
4. Think up the means and methods of getting rid of the obstacles.
5. Determine what will be required in the way of personnel.
6. Determine what will be required in the way of facilities, including money.
7. Assign responsibilities.
8. Lay out a time schedule.
9. Set up measures for determining progress and results.
10. Determine what administrative action is required to get the program approved and into operation.

By using this logical system of gathering and interpreting facts, the finished plan rests upon a pretested foundation. This type of planning is the goal toward which all Farm Bureau Committee Chairmen should strive.

Viewpoints, Objectives, Goals, Services and Policies

Viewpoints are the system of ethics and ideals under which the organization operates - the set of precepts which the business believes in - democracy, religious freedom, freedom of choice, and so forth. The organization should express these viewpoints openly and should live by them so that competitors and members can see their consistent practice. Each County Farm Bureau will have its own set of viewpoints.

Objectives are the intended goals which prescribe definite scope and suggest direction to the efforts of a committee. Objectives should be stated in a definite way and should be made known to all persons concerned. Public knowledge means that everyone knows what the organization stands for and what it is trying to do.

Goals consist of the short-run means of reaching the objectives of the organization. Goals are standards to be attained and these goals can be more easily attained if they are realistically established in advance.

Services - Organizations are set up to provide services for their members. The planners must determine the kind and extent of services to be rendered and how they will be secured. It is also necessary to know something about the limitations of the services and the financial aspects concerning them.

Policies are generalized guides to decisions, and they must be planned. Policies are most valuable where the committee chairman and members need to act in recurring situations without consultation with the Board. To implement the use of policies, authority, and responsibility must be properly delegated.

Planning makes things happen:

Planning enables the committee to cope with change that will come in the future.

Planning forces the committee to determine patterns of proposed action against assumptions regarding the future.

Planning forms the basis from which all future committee actions arise.

Planning enables the committee to avoid the tendency to let things run their course - to see things as they are, not as they might be.

Planning gives hope and stimuli for better goals to be accomplished.

Planning discovers opportunities and shows the way to their realization.

Planning provides the link between a desire and its realization.

Planning opens up new avenues and new ways of doing things, and reveals specific opportunities previously unknown to the planner.

Planning helps achieve desired results.

Planning reduces random activity.

Planning reduces needless overlapping efforts.

Planning helps to minimize costs.

Planning is continuous - it is a never-ending activity of a committee.

Planning has a number of uses and purposes:

1. Establishes goals so that everybody in the Farm Bureau knows what the organization is striving to achieve.

2. Establishes coordinated job descriptions so that each job will be coordinated with others. It also eliminates duplication of efforts.
3. Establishes the necessary facilities so that the assigned job can be performed efficiently and economically.
4. Establishes the standards of control so that as work progresses the results can be compared with the standards as a check of performance.

Each Farm Bureau Committee must take time to plan.

Objectives Guide the Way:

The foundation for any successful organization is current and well-developed objectives and goals. These should be to the board and committee what the compass is to the navigator - a basis for charting a course, and a means of determining when the organization is off that course.

Objectives are statements of purpose which define what the members believe to be the organization's mission.

Objectives are required in every area where performance and results directly and vitally affect the survival and prosperity of the organization. This means each committee as well as the Farm Bureau as a whole should have objectives.

Objectives should help to:

1. Record the direction the Farm Bureau and each committee should take.
2. Predict behavior of each committee.
3. Appraise soundness of decisions when they are being made.
4. Improve overall performance.
5. Provide a basis for control.

P U R P O S E S & O B J E C T I V E S
O F F A R M B U R E A U

The purpose of the Ohio Farm Bureau Federation, as stated over fifty years ago, is:

"To represent, advance and protect the farm and home interests of Ohio by consolidating into a single organization the strength and influence of the several county Farm Bureaus in the state; by securing legislative recognition in the state and nation; by promoting an understanding of the responsibility of the farmer to society and society to the farmer; and by cooperating with all agencies of the state and nation, whose object is the promotion of the welfare of the American people."

We can state the objectives of the Ohio Farm Bureau Federation in more specific terms as follows:

1. Increase farm income and improve rural standards of living;
2. Develop and maintain an organization that will be the Voice of Agriculture;
3. Provide for maximum membership participation in policy development and execution;
4. Develop an organization program to meet the needs of all members of the farm family;
5. Organize such affiliates as are necessary to carry out the stated principles of this organization;
6. Coordinate county, state and national Farm Bureau efforts to achieve maximum results;
7. Cooperate with all farm organizations, government agencies, cooperatives, public officials, business, labor, church, and other groups in advancing the agricultural and the general welfare.

Politically, Farm Bureau is bipartisan. It receives no governmental support. It is an organization of farmers, by farmers and for farmers. It is the vote of more than 50,000 Ohio farm families and expressing decisions arrived at through democratic discussion, based on facts and on sober thought.

T H E C O U N T Y F A R M B U R E A U B O A R D

The County Farm Bureau Board of Trustees is the only legally constituted body which represents the entire county membership. It should approve and control all programs that go on in the name of Farm Bureau, keeping in mind the principle objective --- "To Increase Farm Income and Improve Rural Standards of Living."

The success of a County Farm Bureau depends largely upon the County Board of Trustees developing and executing an effective balanced program to meet the needs of members and agriculture. The program should include:

- A. Expanding the Advisory Council program (each Trustee should help start at least one Council during his or her term of office);
- B. Improving the young farmers' program;
- C. Maintaining active county committees;
- D. Providing adequate information to members;
- E. Providing personnel to do an effective job;
- F. Securing adequate finances;
- G. Providing for proper budgeting and auditing;
- H. Developing a good public relations program;
- I. Providing a strong education program;
- J. Negotiating necessary and proper contracts and agreements;
- K. Carrying out the resolutions adopted by the members at the annual meeting;
- L. Deciding actions and policies of the organization not covered by annual meeting resolutions.

COUNTY PUBLIC AFFAIRS COMMITTEE

The Public Affairs Committee is an action group working primarily on legislative matters that are Local, State and National in scope. They are also an action arm of the Board and membership on other local projects or problems.

The basic structure of the County Public Affairs Committee consists of representatives from the County Farm Bureau Board, from each Advisory Council in the county and from the County Women's Committee.

Some counties may include a representative from organized townships in which no Advisory Councils exist plus the elected delegates to the next state annual meeting.

The County Board is responsible for the organization and maintenance of the County Public Affairs Committee. The committee should recognize -- as should every county committee -- that the county Board is the legally constituted body in the County Farm Bureau and that the role of the committee is primarily an action committee which carries out policies determined by the Board.

The program of the Public Affairs Committee should be well understood and approved by the Board. This shall include both the long-term program of the committees and any emergency actions proposed by the committee.

The County Board should be represented on the Public Affairs Committee. The Board representative(s) serve as a liaison between Committee and Board. The chairman represents the Public Affairs Committee on the County and Regional Cabinets.

COUNTY WOMEN'S COMMITTEE

The county Farm Bureau Women's Committee is an action group which usually works on projects to carry out the desires of Farm Bureau members as voted at county, state and national annual meetings.

Most members of the Women's Committee represent either the County Board or an Advisory Council. The usual set-up of the committee is: the women members of the Board plus two representatives from each Council. In order that the committee have a carry-over of members from one year to the next, Councils should not select two new members in the same year.

Before starting action on any program the Women's Committee should have the understanding and approval of the County Board. The Board must approve any projects undertaken by the Women's Committee. In addition to Board approval, a decision to take up a project should be backed by a majority of the Councils reporting. The chairman represents the Women's Committee on the County and Regional Cabinets.

ADVISORY COUNCIL & YOUNG FARM COUPLES COMMITTEE

Our organization is faced with the challenge of representing the thinking of our members and of securing action on rural problems. Through Advisory Councils, Farm Bureau members work to improve their communities and help to formulate the Farm Bureau policy on state and national legislative issues. Farm Bureau families may also receive many educational and social benefits as members of Councils.

The Advisory Council and Young Farm Couples Committee was organized for the purpose of strengthening and expanding the Council program in the county. The committee is composed of a representative, who may be a person or a couple, from each Farm Bureau area in the county plus the chairman or chairman couple. It is recommended that at least two of the couples serving in this capacity be under age 35. All are appointed by the County President and approved by the County Board.

The committee is responsible to the County Board and should report regularly to the Board so that each may be informed of the thinking and activities of the other. The chairman represents the committee on the County and Regional Cabinets.

The primary duties of the committee are:

1. Help Farm Bureau members not now in Councils to organize new Councils.
2. Aid in strengthening existing Councils and in getting them to participate more actively in the County Farm Bureau program.
3. Plan and conduct such activities as will encourage young married couples to become members of Councils and active in other phases of the Farm Bureau program.

YOUNG PEOPLE'S COMMITTEE

In order to attract young people acquainted with the organization and workings of the Farm Bureau, from which we must obtain our future leadership, the Ohio Farm Bureau and the County Farm Bureaus have instituted a program designed to initiate and stimulate the interest of rural young people between the ages of 14 and 25.

Each county participating in the Farm Bureau youth program should have a County Young People's Committee. The committee is composed of from two to four couples appointed by the County President and approved by the County Board. (It is recommended that the chairman be from the Board.)

The objectives of this Committee are:

1. Organiz and maintain youth councils.
2. Promote attendance at training meetings held for Farm Bureau youth.
3. Promote attendance at state and national Farm Bureau annual meetings.
4. Help in the selection of youth council advisors.
5. Coordinate other projects in the county involving youth.

MEMBERSHIP COMMITTEE

This committee should consist of three to six persons, one of which is chairman. The President and Campaign Manager (usually the O.D.) should select only the most capable and loyal Farm Bureau members to serve on this vital committee. The Committee should be named prior to November 15, each year, and serve until completion of the membership campaign. Duties of the committee are:

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1. Draw up tentative county membership plan, with help of O.D.
2. Submit membership plan to Farm Bureau Board for approval.
3. Hold meeting in November or December to finalize membership plans, fix assignments, and prepare selves for duties ahead.
4. Select captains following above meeting with help of the O.D.
5. Attend captains' meeting and do any necessary follow-up after same.
6. Assist in any pre-drive training and information for membership workers.
7. Attend county KICK-OFF and follow-up same to "patch leaks" and generally keep drive going full tilt.
8. Get daily reports from captains during drive, and relay same to County Farm Bureau office.
9. Be at "Report Day" headquarters, and organize any clean-up that is necessary immediately, and prior to Victory Party.
10. Participate in Victory-Recognition phase of the membership campaign.

POLICY DEVELOPMENT COMMITTEE

We urge that a strong Policy Development Committee be established in each county. This committee should be appointed by the Board President in consultation with the Board.

The committee (at least the chairman) should be appointed early in the year in order to plan an effective policy development program.

The committee should be composed of at least one person each from the Farm Bureau Board, the Public Affairs Committee, and the Women's Committee. It also should include the county delegates to the state annual meeting and at least one person from the general membership who will contribute materially to the work of the committee.

The job of the Policy Development Committee is to:

1. Encourage Advisory Councils and Committees to participate in the policy development process.
2. Provide a means for those members not in Advisory Councils to become informed on the issues and to make policy recommendations.
3. Provide a means for agricultural commodity groups, agency groups, and other county organizations to make recommendations to the Policy Development Committee.
4. Consider proposed resolutions and draft tentative resolutions for presentation to Farm Bureau members at the county annual meeting.
5. Provide a means at the county annual meeting for members to understand and discuss the resolutions and to vote on them.

Committee Goals

Most progress toward the committee objective will be made by setting and achieving specific, integrated short run goals. Farm Bureau members will eagerly work to accomplish short run goals which they established. The short run goals established by the committee members should be such that they can be accomplished comparatively quickly, within the committee members' span of attention and will power. Committee members must enjoy small successes on the way to larger successes.

The goals along the way must be clearly defined and understood by all committee members. The goals like rungs of a ladder must be easily achievable. Like rungs of a ladder, the committee's goals will permit the achievement of a goal by successive progressive steps. By accomplishing limited, integrated goals on a predetermined time schedule the committee can make progress toward its objective, the objective of their County Farm Bureau and the objective of their AFBF.

Delegation by Objective:

It is difficult to delegate authority when objectives are vague or absent. The usual practice is to vaguely imply that the committee member has been delegated authority to accomplish the duty he has been asked to assume. When duties are assigned in terms of results to be achieved, authority becomes specific.

Let us assume that the results expected of the Advisory Council Committee was to get ten new advisory councils organized:

What about quality

What about total number of Farm Bureau members involved

When will we get them started

What is the policy of your board as to:

Non Farm Bureau members in council

Purpose of Council (cards vs policy)

Expalin policies to committee members:

1. Number of families in a council
2. Discussion materials
3. Committee representation and participation

The committee than must select their own goals.

When the committee's goals are established and written, specific authority can be delegated to committee members within the policies of the County Farm Bureau and the resources available. This permits the committee members to make all necessary decisions for carrying out his responsibilities.

People Must Be Free to Act

With a clear understanding of Farm Bureau and its objective, the objective of his committee, the specific goals established by the committee, the committees plan to reach these goals, and his responsibility and authority within the plan - the committee member may then be granted freedom to act and to give full scope to his initiative. As the coach, manager or committee chairman watches from the sidelines he can make adjustments to the plan as necessary, adjustments in assignments as necessary, give assistance where necessary, adjust individual goals if necessary, provide encouragement, and reassign resources to maximize the committee's accomplishments

The Challenge of the Farm Bureau Committee Chairman

The challenge of the Farm Bureau Committee Chairman is to get results through the efforts of others. We have previously established the need for objectives to guide our efforts and goals to direct and measure our efforts, policies to operate within and the value of delegating authority and responsibility.

Fear

While all authorities write that fear is not an appropriate way to get action, I am reminded of farmers' actions on taxes, zoning, pesticides, secondary boycotts of agricultural products, etc. Fear, I believe, has to be considered by Farm Bureau Committee Chairmen. We may need to present the facts and inherent dangers "To make 'Al Bill' sit up and take notice that he better get moving."

Persuasion

The Farm Bureau Committee Chairman who uses persuasion says, "I have the responsibility of seeing that the members of this committee want to do this job."

A key work behind the practice of persuasive leadership is EXPLAIN. People need to know why. The saying goes, "Explain, explain, explain. If you can't explainexplain why you can't explain." As soon as you begin to explain, people begin to think. Your persuasive efforts should not be along the lines of why we want the members of the committee to do something but rather what they can gain by helping out. This thinking process which we start in the minds of the members of the committee can result in their finding personal, meaningful, self energizing reasons for them to take action.

Recognition

Each of us want the ego-building satisfaction of recognition. The baby screams for it....the dying man wills himself a larger tombstone for it. The way to annoy a blond is not to flirt with her but to ignore her.

The sweetest sounding word in any language is a person's name.

The committee chairman should take a little time and effort to provide each member of the committee with recognition.

How can you give recognition? Ask the members of the committee how they are doing and listen to their reply. Make sure it is never my committee but always our committee. Report to the board and to the membership the accomplishments of committee members. (If all Joe could find time to do was call to see if the Township hall was available, you can say Joe arranged for the facilities.)

Hold the kind of committee meetings in which people can feel free to speak up, participate, agree or disagree--in other words, be recognized.

The whole process of leadership through consultation provides a wealth of possibilities for committee members to sense the satisfaction of recognition.

Most people are starved emotionally. They work, live, strive for the all important satisfaction of recognition -- of amounting to something, being somebody.

The successful Farm Bureau Committee Chairman will help the members of the committee satisfy this basic need to be recognized -- to have a say, to be counted, to stand out in some way.

Along with the need for recognition goes the need to extend this recognition through influence. People long to experience a sense of power. They want to say in effect, "Not only am I here, but I am also able to change things if I want to."

Committee members may exert influence against you if you give them no opportunity to exert influence with you.

How do you satisfy the desire to influence. Ask people's opinions or advice. Let them assist in establishing goals. Let them assist in developing a plan of action. Give them responsibility. Acknowledge their efforts and results.

Summary

Farm Bureau is people working together to improve their lot. As a Committee Chairman you can make sure that activity is not mistaken for accomplishment. You must guide the committee members in establishing attainable goals, developing a productive manager and recognizing the individual committee members efforts toward the collective success of their committee.

Appendix

F A R M B U R E A U S T R U C T U R E C O U N T Y - S T A T E - N A T I O N A L

The Farm Bureau started with the counties, and this is where the basic unit of the entire structure remains.

Eighty-six of the eighty-eight Ohio counties have organized Farm Bureaus. These range in size from about 150 families in the smallest counties to more than 1,000 families in the larger counties. These County Farm Bureaus are federated to form the Ohio Farm Bureau Federation. Yet, each county is a separate unit, adopting its own code of regulations and by-laws, establishing the amount of dues its family-members shall pay, and prescribing its own organization structure and program.

The members of the County Farm Bureau meet annually to determine program, elect a Board of Trustees and select representatives (delegates) to the state annual meeting.

The County Board of Trustees is the legally constituted body to represent the members and to conduct their business and program. The Board is responsible for the organization of such committees as may be needed to carry out the county's program. The Board also authorizes the forming of Advisory Councils.

The State of Ohio is divided into twenty-two, four-county districts. Each of these districts comprises a State Trustee district. The delegates from the County Farm Bureaus within a district elect a representative to the Ohio Farm Bureau Federation Board of Trustees. These state Trustees serve for a period of three years, after which they are eligible for re-election as many times as the delegates within their districts wish to elect them.

Ohio is also divided into four areas, ranging from twenty to twenty-four counties each. The delegates from the counties within these areas elect a woman representative to the state Board of Trustees. The term of office for the woman Trustees is also three years, after which they, too, are eligible for re-election.

The state Board of Trustees meets each month in Columbus for the purpose of carrying on the business of the Ohio Farm Bureau Federation and the Farm Bureau Cooperative Association, (both companies have the same Board).

Delegates are elected by the counties to attend the Ohio Farm Bureau Federation annual meeting in Columbus, adopt policies pertaining to state, national and international programs. Policies adopted at this annual meeting form the program of the Ohio Farm Bureau Federation for the coming year.

The Ohio Farm Bureau is federated with forty-nine other states and with the Republic of Puerto Rico to form the American Farm Bureau Federation. The Board of Trustees of the Ohio Farm Bureau Federation selects delegates to attend the American Farm Bureau annual meeting. At this meeting, policies pertaining to national programs and issues are formulated and become the basis of action of the American Farm Bureau Federation for the coming year.

Most counties employ an Organization Director to assist in conducting the county program. The Ohio Farm Bureau Board of Trustees authorizes the hiring of an executive vice president who, in turn, employs a staff to assist in conducting the Ohio Farm Bureau program. The American Farm Bureau Federation has a Board of Directors and a president, elected by the delegates to the American Farm Bureau Federation annual meeting. This Board, in turn, employs a staff to assist in carrying out the program of the American Farm Bureau.

Members of the County Farm Bureau determine the dues which their members will pay. Fourteen dollars of these dues is forwarded to the Ohio Farm Bureau Federation, one dollar and fifty cents of which goes to the American Farm Bureau Federation. Prior to 1972 the amount sent to Ohio Farm Bureau Federation was nine dollars.

Some County Farm Bureaus receive financial help from the County Farm Bureau Cooperative Association. The amount and terms vary from county to county, based on the services which the county Farm Bureau renders to the County Cooperative Association, and the willingness to participate in mutual aid.

The Ohio Farm Bureau Federation has its income supplemented by sponsorship fees from the Nationwide Mutual Insurance Company, the Ohio Farm Bureau Cooperative Association, the Ohio Agricultural Marketing Association, and Produce and Livestock Association. These payments are based on the services rendered by the Ohio Farm Bureau Federation to these affiliates.